

STRATEGIC PLAN

2024–2028

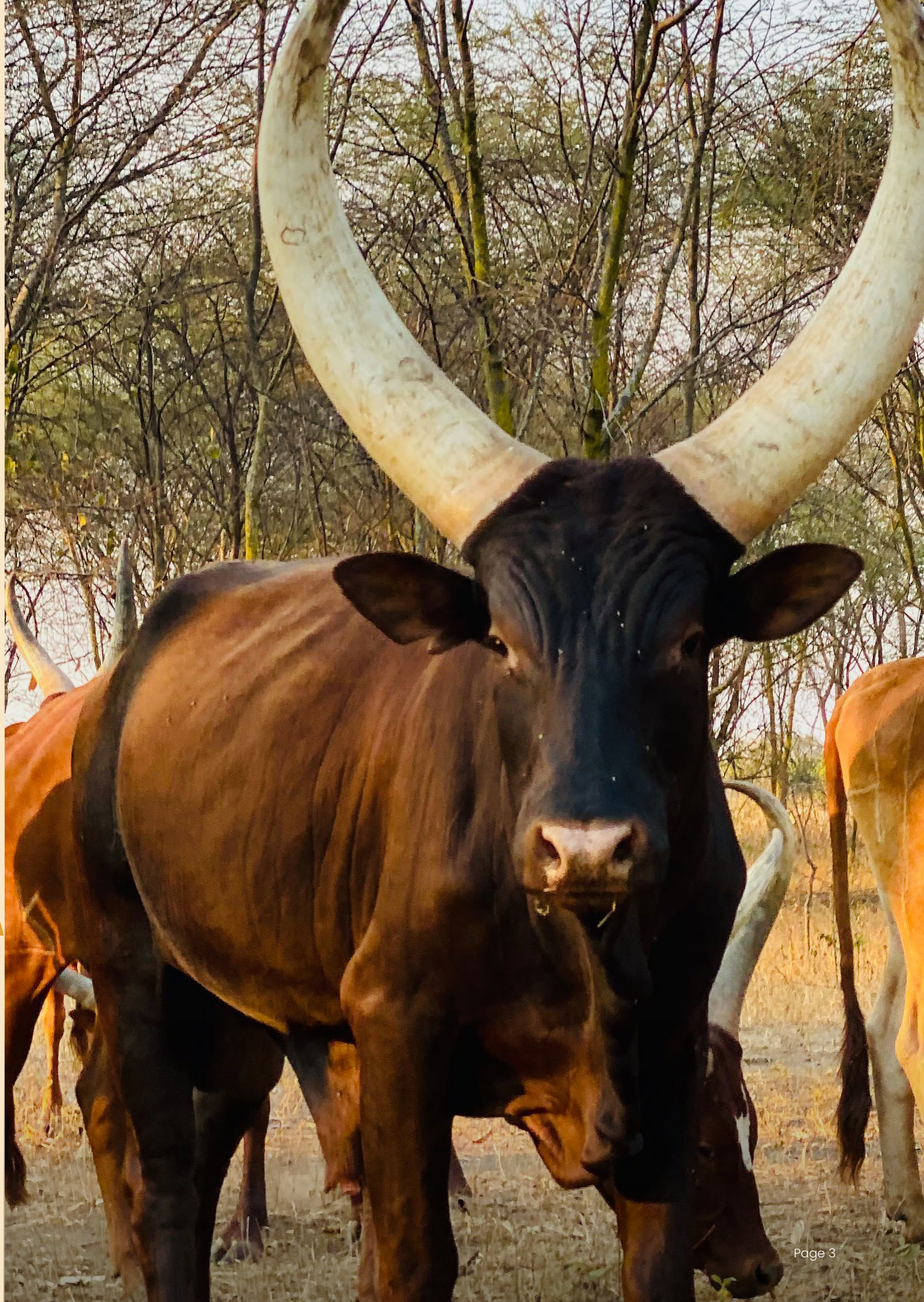


WASIMA

PEOPLE, LIONS & ENVIRONMENT
WATU, SIMBA NA MAZINGIRA

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Letter from the CEO

Dear Partners and Stakeholders,

What a privilege to have our very first five-year strategic plan (2024-2028)! This is a timely milestone in our history as it aligns with the evolution of our organisation, which is reflected in our new name, “WASIMA”, an abbreviation of “**WA**tu, **SI**mba na **MA**zingira” which is Swahili for “People, Lions, and Environment”.

Formed in 2011, WASIMA was initially registered as Landscape and Conservation Mentors Organisation (LCMO). We focused our conservation initiatives on community engagement aimed at addressing illegal killing of lions among the agropastoral communities in remote and protected areas of Western Tanzania. Despite having limited resources and no strategic plan, LCMO was able to stop illegal traditional lion killings in Western Tanzania. However, there remained other threats to lion existence throughout the complex Katavi-Rukwa-Mahale-Ugalla-Kigosi ecosystem in western Tanzania (a vast area of about 85,000 km²). This strategy intends to build on the previous successes and consolidate our programmatic and geographic focus.

Having extensively involved our key stakeholders, thoroughly examined our organisation’s capacity and history, and reflected on our operational context, we have decided to focus our efforts on addressing human-lion conflicts and habitat loss within our landscape. We will establish partnerships and collaborate with local government and private stakeholders to ensure the conservation of lions in remote villages bordering protected areas. We will do this by identifying and addressing the drivers of human-lion conflict and habitat loss.

We intend to achieve our vision, ‘A healthy landscape for people and wildlife where humans, lions, and other wildlife co-exist,’ by focusing on our mission ‘To promote community-led approaches to lion and wildlife conservation in western Tanzania.’ We will work with the Tanzania Wildlife Management Authority (TAWA), Tanzania National Parks (TANAPA), local district and village authorities and engage local communities in fulfilling our strategic goals: mitigation of human-lion conflicts; locals’ resilience to lions; community-based conservation; local outreach and extension; local natural resource management and governance; science-based interventions; and a stronger WASIMA.

As we see it, a stronger WASIMA needs to have a long-tenure team that is invested and to build our institutional and financial capacity to empower communities to mitigate against lion conflicts and co-exist with lions, which is the core theme of this strategy. We hope that we have succinctly and clearly captured what that journey will entail. It is my pleasure to welcome you to join us through the five-year adventure of executing our very first WASIMA strategy.

Jonathan Kwiyega,
WASIMA Executive Director



History and Timeline of Achievements

Tim Caro, Monique Borgerhoff Mulder, Peter Genda and Emily Fitzherbert founded the WASIMA campaign based on their research findings. Traditionally, the Sukuma practices 'allow a lion killer to visit households, perform a special dance, and demand rewards for ridding the area of a potentially dangerous predator.' Fitzherbert and colleagues documented how traditional lion killers morphed from avengers to hunters, effectively turning the tradition into an income-generating activity. They write: "this tradition of gift-giving provides a sufficient economic incentive supporting persistent lion killing. In fact, contemporary lion killers no longer act as avengers, retaliating for loss or averting future attacks, but as hunters, pursuing non-threatening lions far from residential and grazing areas and often inside protected areas."

The finding led to the establishment of WASIMA, a bold environmental campaign aimed at halting non-retaliatory lion killing in Katavi National Park. The founders also formed VIMA (Vijana na Mazingira, Swahili for Youth and Environment), a complementary program that provides conservation and livelihood-focused interventions to youth, between the ages of 12 – 35 years, in remote villages south of Katavi National Park. Landscape and Conservation Mentors Organisation (LCMO) was established in 2016 as an institutional home for the two programs. Through the two programs, LCMO started by conducting operations in the Mpimbwe District council, particularly in villages bordering Katavi National Park and other nearby areas. This five-year strategy aligns with the change of our organisation's name back to WASIMA.



Milestones



Launch of Youth and Environment program; abbreviated as **V**ijana na **M**Azingira (VIMA) program with a first seed grant from Tusk Trust.

WASIMA and VIMA programs join to establish a non-profit grassroots organisation to acquire institutional strength and sustainability. WASIMA is registered to operate in Tanzania Mainland under the NGO Act 2002 with a focus on environment.

Traditional lion killings status assessment is carried out in districts around protected areas in Katavi, Tabora, Kigoma, and Rukwa regions in Southwestern Tanzania.

WASIMA conducts district and zonal conservation stakeholders' workshops to discuss the establishment of the Western Tanzania Landscape Lion Conservation Strategy.



Launch of People, Lions, and Environment; In Kiswahili **W**Atu, **S**imba na **M**Azingira (WASIMA) Campaign-mainly supported by Panthera, WildCRU, and NGS – Big Cats Initiatives.

WASIMA campaign gets the first motorcar, expands from Kibaoni ward to 8 more wards in Mpimbwe from a science crowdfunding site Experiment.com.

Traditional lion killings decline in Mpimbwe, the southern part of Katavi National Park. Our programme evaluation findings are published. Plan for expansion possibilities begins.

Human lion conflict status assessment made around reserves in seven districts bordering core protected areas in Western Tanzania (Mpimbwe, Nkasi, Tanganyika, Nsimbo, Mlele, Sikonge, and Kaliua). WASIMA opens an office at Ipole village in Sikonge district to address traditional lion killings in remote areas around the Ugalla ecosystem in Tabora.

Our Context

Tanzania is committed to biodiversity conservation, and this is evident in the extent of protected areas in the country. About 38% of Tanzania is protected. Currently, the Government of Tanzania is creating new protected areas and upgrading the protection status of existing ones. While there has been agitation to recentralize wildlife and forest management on village land, the government, through its policies, has consistently promoted community-based natural resource management (CBNRM). With increased global recognition of the role of local communities in addressing the twin crises of climate change and biodiversity loss, the government is likely to continue supporting CBNRM.

A whopping 75% of Western Tanzania’s land is reserved areas. In some districts, up to 85% of the land falls under protected areas (Mpimbwe, Sikonge, Mlele). The landscapes of Western Tanzania consist of village land and a network of various categories of protected areas, including national parks, game reserves, forest reserves, village land forest reserves (VLFRs), and community wildlife management areas (WMAs) (See page 12). While the government’s efforts to establish more national parks and game reserves are meant to secure habitats, they could also intensify human-wildlife conflicts.



Geographic Focus

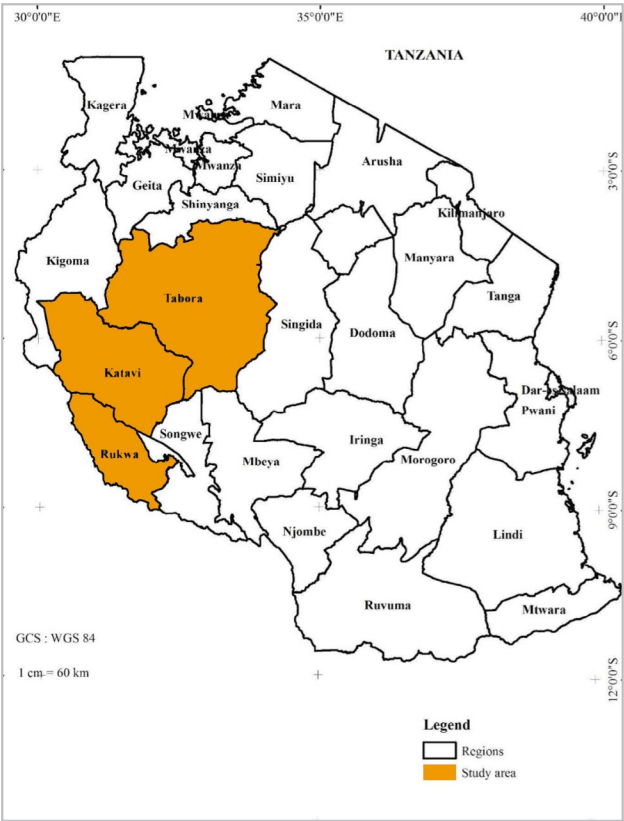
With an estimated 1,500 lions, western Tanzania is a major lion landscape in the country. Of the 215 villages next to protected areas in the landscape, we will focus our efforts on 72 villages with a presence of lions outside protected areas and, therefore, incidents of human-lion conflicts. These areas fall within three regions of Rukwa, Katavi, and Tabora and eight districts of Mpimbwe, Mlele, Nsimbo, Tanganyika, Sikonge, Urambo, Kaliua, and Nkasi (See Map 1).

We focus on working with communities to improve lion conservation on village land, which will, in turn, contribute to enhancing the ecological integrity of the landscape, including core protected areas such as national parks and game reserves. We will focus on villages most vulnerable to human-lion conflicts, i.e., villages that have reported HLC incidents in the last three years. These villages bordering protected areas serve as buffer zones, dispersal areas, and wildlife corridors or migratory routes.

Mindful of the danger of spreading ourselves too thin given the limitations of our current capacity, we will narrow our efforts to intensively cover 25 most vulnerable villages out of the following:

- 22 villages around Lwafi GR and Katavi NP in Mpimbwe and Nkasi Districts
- 8 villages around Ipole WMA
- 3 villages forming Uyumbu WMA (Sikonge and Urambo Districts, respectively)
- 15 villages around Inyonga, Ugalla, Rukwa GR and Rungwa FRs
- 16 villages around Ugalla, Mlele, and Katavi national park

- 4 villages within and around the Katavi-Mahale wildlife corridor
- 4 villages around Ugalla River – a national park – and Luganzo-Tongwe and Mpanda line game reserves in Mlele, Nsimbo, Tanganyika, and Kaliua Districts



Map 1

We will initially focus on strengthening outreach and governance programs to raise awareness of HLC mitigation measures and Natural Resource Management. Following these up with land use planning and strengthening local institutions around land management will be crucial, including supporting community-based forest management (CBFM) processes once WASIMA is fully established.

To gain experience in working with WMAs, we have made the deliberate choice to support Uyumbu WMA over the next five years. We opted for Uyumbu because Ipole WMA is already receiving some support from Association pour le Développement des Aires Protégées (ADAP), the Association for the Development of Protected Areas. Further, land conflicts and our lack of experience with WMAs hold us back from working harder with Mpimbwe WMA.

Protected area network in Western Tanzania

3 National Parks

Katavi - 4471km² | Mahale - 1650km² | Ugalla River - 3,865 km²

8 Game Reserves

- Lwafi - 2228.2 km²
- Malagarasi-Moyowosi - 11,430 km²
- Rukwa - 494 km²
- Ugalla River - 7577.36km²
- Igombe - 1367.14km²
- Wembere - 5,385.81km²
- Inyonga - 5,786Km²
- Luganzo-Tongwe - 5, 746.16km²
- Malagarasi-Muyowozi - 11430km²
- Kigosi - 7460 km²

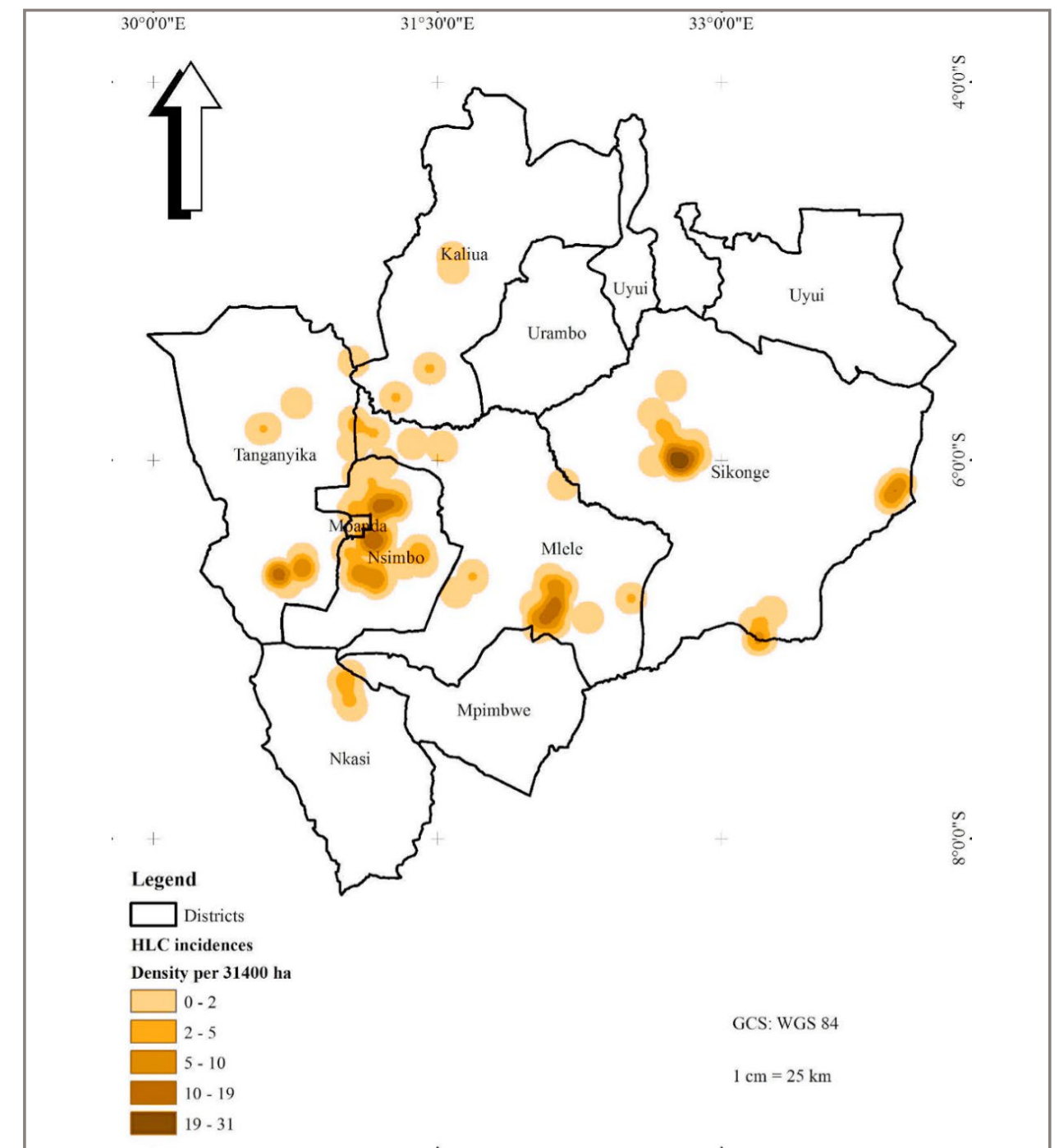


These national parks and game reserves are buffered by forest reserves, game-controlled areas, and WMAs. The three WMAs in the landscape are:

- Ipole - 2,440km² | Uyumbu - 839km²
- Mpimbwe - 250km²

There are also wildlife corridors (mostly falling on village lands), ranches, and private forest lands. The Malagarasi-Moyowosi Ramsar site also falls within the landscape. These areas consist of dense miombo woodlands and are rich in wildlife.





Our work will build on previous achievements and experience working with communities at the grassroots level to address human-lion conflicts and habitat loss in the most vulnerable remote villages around protected areas within the complex Katavi-Ugalla-Rukwa-Mahale and Kigosi ecosystems. We will work with the agropastoral Sukuma, Nyamwezi, Pimbwe, Fipa, Bende communities, and other local communities in Western Tanzania to promote human-lion coexistence.

Strengths and Opportunities



Community involvement:

Our outreach program and the approaches for involving communities to address human-wildlife conflicts are well recognized and appreciated by stakeholders. Through village meetings, park trips, film shows, workshops, student support, health support for physically challenged children, and by training lion conservation ambassadors, we have cultivated a strong relationship with the communities. To address the non-retaliatory killing of lions in Mpimbwe, we worked with 'Sungusungu', a traditional institution consisting of village policemen responsible for peace and security.



Strategic and critical landscapes:

We work in the unique landscapes of western Tanzania, where very few national and international organisations work on other conservation aspects. We are the only grassroots organisation in western Tanzania to address human-lion conflict.



Research, publication, and dissemination expertise

Our board comprises seasoned researchers who have studied the Rukwa-Katavi ecosystem and beyond for many years.

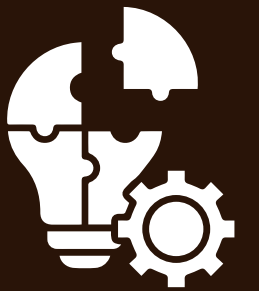


Prospects for carbon projects

Since tourism is poorly developed in western Tanzania and sustainable timber harvesting is potentially unfeasible, there are few options for generating revenues that can hold institutions such as WMAs together. Forests and woodlands in Western Tanzania are at risk of deforestation and degradation, and forest carbon trading presents a unique opportunity to offer economic incentives to communities that are managing them sustainably. Some communities in Western Tanzania already benefit from selling carbon credits.



Challenges and Threats



To implement this strategy and grow WASIMA, we need to address the identified challenges. These include the following:

Organisational challenges

Our capacity is limited in areas such as the skill set, structure and size of our team; board governance; planning; fundraising; communications; monitoring & evaluation; and formulation of policies, systems and procedures. We have attempted to fundraise but failed to build a reserve of unrestricted funds that would allow us to invest in organisational growth.

Partnerships

We have not been able to establish strategic partnerships that would enhance our work. Strategic partnerships would boost our fundraising efforts and help us plug our skills gaps, enabling us to deliver impact at scale.

The influx of agropastoralist into the landscape

The influx of people and their livestock into the landscape, primarily agropastoralists, compounds conservation challenges and complicates project delivery. These immigrants put stress on land use and other resource management plans. They settle, graze, and cultivate in areas earmarked for wildlife and other uses. Conversely, when livestock grazing is not prioritized in planning, other land uses are given precedence, thus compromising livestock and wildlife habitats.

Strategic Framework

The Problem We Aim to Address

Despite Tanzania being an important country for lion conservation, with an estimated population of 10,000 - 16,000, human-wildlife conflicts and habitat loss threaten the species in the landscapes of western Tanzania, a major stronghold for lions in the country. Major threats emanate from increased interactions between people and their activities, and lions. Resident tribes (Pimbwe, Nyamwezi, Konongo, Bende, and Fipa) practice agriculture and livestock keeping. The landscape is dominated by the semi-nomadic agropastoralists group, the Sukuma, who migrate into the area from the Lake Zone in search of arable land and pasture for their animals. Thus, the human population in western Tanzania is currently estimated to be growing at 3.9%, which is above the national average rate of 3.2% (annual growth rate for Katavi is 3.2%, Tabora 4.0%, and Rukwa 4.4%). Whereas the average national household size is 4.3, Western Tanzania averages at 5.2.

Human activities alter the habitat and bring humans and lions into contact. At the same time, lions breach the protected area boundaries and venture into village land. When humans and lions interact, conflicts arise. Lions attack livestock and can cause injury and loss of human lives. At times, humans retaliate by killing lions. This is not a healthy relationship.



This conflict is fueled when:

Communities bearing the brunt of living with lions and other wildlife are not sufficiently and meaningfully involved in developing and implementing appropriate solutions. Community wildlife management areas (WMAs) could play an important role in dealing with human-wildlife conflict (HWC) and ensuring that communities benefit from wildlife. However, WMAs are rarely supported and so they struggle to provide intended services to communities. When WMAs do not generate revenue, the wildlife and forest economy remains underdeveloped.

Policies such as land use plans are weak, insufficiently implemented, or unimplementable altogether. The high influx of agropastoralists into the region undermines the implementation of land use plans. In some situations, land use planning has proceeded without sufficient regard for local livelihoods and the community's needs.

Traditions and customs endanger lions: The Sukuma practise the traditional killing of problem lions, i.e., those that have attacked livestock and people, and involved warriors receive rewards after a successful kill. The rewarding system has become a perverse incentive – warriors engage in

non-retaliatory killing, going after non-problem lions to extort rewards.

Lion-prey dynamics force lions to alter their range. When this happens, lions are likely to have more contact with humans.

Despite significant progress in addressing the traditional killing of lions in the Mpimbwe District, our survey and field observations show that human-lion and other wildlife conflicts are still major problems across the broader region. Out of over 215 villages bordering game reserves and national parks within the Rukwa-Katavi-Mahale-Ugalla-Kigosi ecosystem, about 109 have had human-lion conflicts (HLC) incidents at some point, and 72 of them have experienced HLCs within the last 25 months. Over 493 livestock losses, 16 human injuries/losses, and 11 lion killings occurred between 2018 and 2020.

With the current upsurge of HWC countrywide, the negative interactions between people and wildlife are unlikely to cease. Hardly a day passes without news of elephants raiding crops or lions attacking livestock. If not well managed, HWC could be an adverse game changer, discouraging people from supporting wildlife conservation. The challenge, therefore, is to mitigate against HWC and ensure that farmers and livestock keepers value wildlife.





THE IDEAL FUTURE WE WANT

Our Vision

A healthy landscape for people and wildlife where humans, lions, and other wildlife co-exist.



THE REASON WE EXIST

Our Mission

To promote community-led approaches to lion and wildlife conservation in Western Tanzania.



WHAT WE DO

Our Core Purpose

Our core purpose is twofold. We want to ensure that humans' land-based activities proceed in a way that preserves important wildlife habitats. Further, we want to ensure that communities can mitigate against human-lion conflicts and benefit from wildlife, thus making them more tolerant. To achieve these, we promote community-led approaches to land and wildlife conservation, including supporting wildlife management areas (WMAs), improving village-level governance, nature-based enterprises development, and supporting mitigation measures against human-lion conflicts.



WHY WE ARE UNIQUELY PLACED TO DELIVER

Our Proposition

1. We are the only grassroots organisation focused on lion conservation in Western Tanzania.
2. As a grassroots organisation, we are embedded within local communities and work with them to identify problems and find contextualised solutions

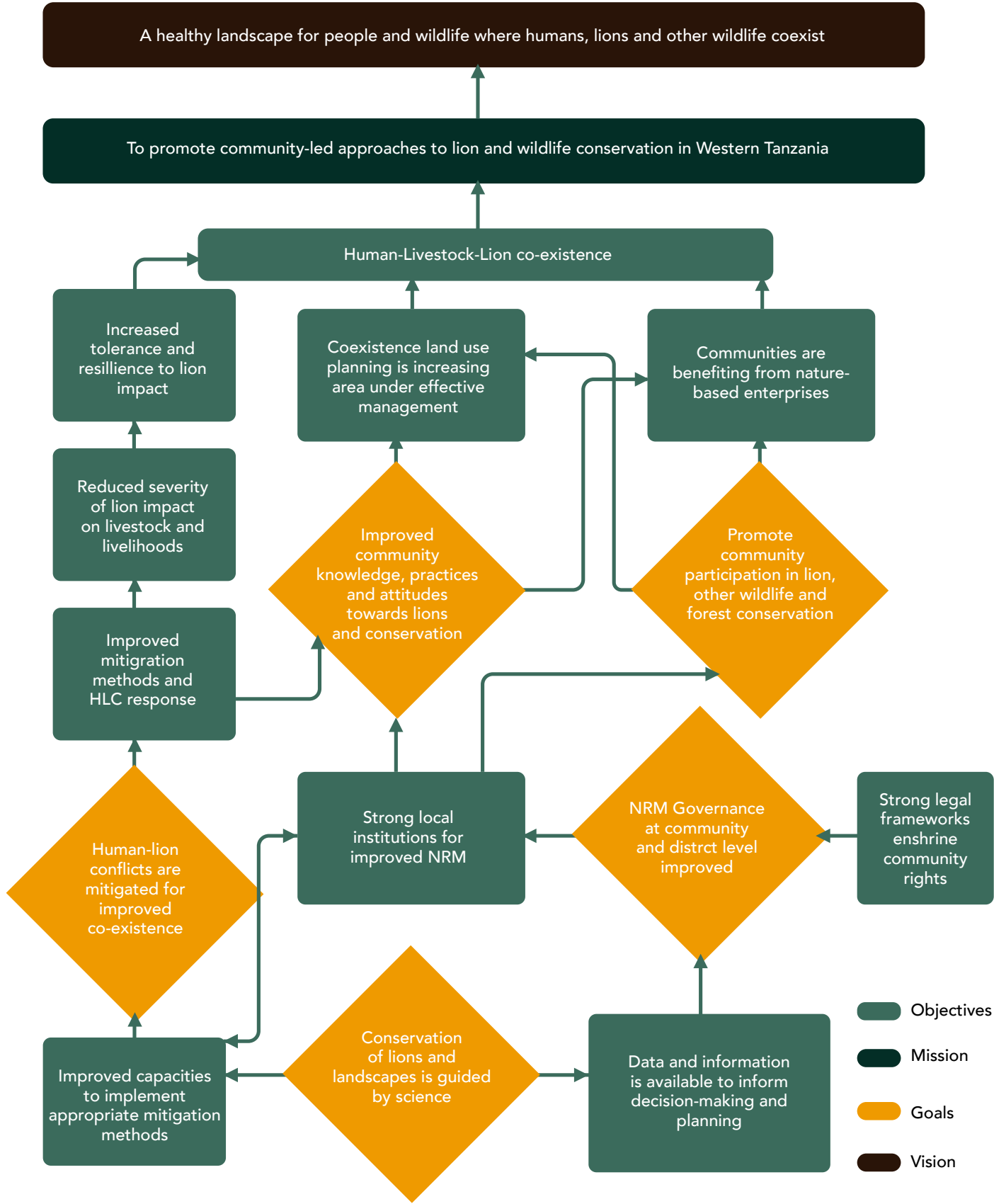
IDEALS THAT GUIDE US EVERYDAY

Values

1. Shared responsibility/Teamwork: We plan together, we act together, and we win together.
2. Context matters to us: We invest in understanding the context - cultural, social, and ecological contexts to create effective solutions.
3. Community-first: We observe, value, and respect local community traditions and values. We consult communities, learn from them, and get their consent before initiating programs and projects. Our impact is based on and measured by the community's commitment to conservation.
4. Evidence-driven: We embrace science and base our actions on the best available information. We strive to learn from others doing similar work in different contexts.
5. Ownership: We are not just employees. We have developed a sense of ownership of the organisation and are passionate about our work.
6. Keep promises: We never promise what we cannot deliver, this is key to maintaining trust with communities.
7. We respect authorities: In doing our work, we respect the law of the land and mandated institutions.



Theory of Change



To conserve lions in Western Tanzania, we must address human-lion conflicts and habitat loss. Our theory of change is premised on the belief that positive outcomes are driven by community-led approaches to wildlife conservation. We support communities by increasing their resilience to lion impacts and empowering them to initiate and implement mitigation methods to tolerate lions. When communities benefit from nature-based enterprises, there is a powerful incentive for conservation-friendly practices, and they are more willing to tolerate lions.

At WASIMA, we will strive to drive the following changes:

Improved community capacity to implement mitigation methods against human-lion conflicts

1

We believe that improved mitigation capacity will reduce the severity of lion impact on livestock and livelihoods, increasing the communities' tolerance to lions.

Evidence-based planning and decision-making

2

This leads to better mitigation measures and response to HLC incidents, as well as stronger natural resource governance at the community and district level.

Stronger local institutions at the village and district level for improved natural resource governance

3

To achieve better management of human and lion interactions, we need strong local institutions that deliver improved land use planning and implementation. They are also key to ensuring that communities benefit from natural resources.

We believe these changes will reduce the cost of living with wildlife, actualize the value of wildlife and woodlands, and fashion a landscape in which people, lions, and other wildlife co-exist.

4

Goals, Objectives, and Targets



Goal 1: Human-lion conflicts are mitigated for improved coexistence between people and lions

Objective 1:

Reduce the risks and cost of living with lions by supporting the implementation of proven mitigation measures.

Communities incur huge costs when lions attack livestock and people. It is important to increase the capacity of communities to mitigate the costs inflicted on them by lions. By reducing the costs of living with lions we make communities more tolerant of lions and eliminate retaliatory and non-retaliatory killings of the big cats. It also eliminates the need for compensation and helps avoid the associated complexities.

- Target 1: Develop a human-lion conflict mitigation manual that includes measures relevant to Western Tanzania by 2028.
- Target 2: Pilot mitigation measures prioritized in the HLC mitigation manual by involving agropastoralists by 2028.
- Target 3: Support reinforcement of 200 livestock predator-proof bomas by 2028.

Objective 2:

Support Lion Conservation Ambassadors to effectively monitor HLCs.

LCAs are members of communities, who work at the frontline to ensure community participation in addressing HLCs and lion conservation. They incorporate traditional/local knowledge in lion conservation. They support the monitoring, collecting, and disseminating of information to enable community members to minimize the risks of lion attacks on livestock and humans. For their crucial role, it is essential to ensure that LCAs are well-supported to do their work.

- Target 1: Train at least 5 LCAs/VGS from each of the 25 HLC potential villages by 2028.
- Target 2: Facilitate peer-peer exchange of 10 LCAs with experienced counterparts (lion monitors) in other areas (Kope Lion, Lion Landscapes, and Ewaso Lions, Zambia Carnivore Program (ZCP) and Communities Living Amongst Wildlife Sustainably (CLAWS) in Botswana) by 2028
- Target 3: Equip and train LCAs with 15 combat/uniforms, 15 GPS, and 25 smartphones by 2028.





Goal 2: Promote community participation in lion, other wildlife, and forest conservation

Objective 1:

Support better management of Uyumbu WMA.

A community wildlife management area (WMA) is the most robust vehicle for community participation in wildlife management on village land. A WMA is established on village land by village members and managed by communities through a community-based organisation. Through an agreed benefit-sharing arrangement with the government, communities benefit from the sustainable utilization of wildlife and forest resources in their area. Investing in strengthening Uyumbu WMA will enable communities in Uyumbu to actively participate in lion conservation and derive economic benefits from their efforts. A well-managed WMA will help to secure the habitat for lions, improve the management of HLCs, and enhance the ecological integrity of core protected areas.

- Target 1: Support in establishing Uyumbu WMA's governance and management structure and site-level assessment of governance and equity systems (SAGE), HWC and anti-poaching operations by 2028 using the Honeyguide Model.
- Target 2: Undertake an economic viability assessment of Uyumbu WMA by 2028 to identify feasible nature-based enterprises.
- Target 3: Support the establishment of the Uyumbu WMA business plan.

Objective 2:

Reward communities supporting lions, other wildlife, and forest conservation.

Nature-based enterprises have the potential to generate economic benefits for communities. If these benefits are significant and well-managed, they can make communities tolerate and even, at best, value lions, and support conservation efforts. We will pilot a performance-based payment scheme in which communities are paid for results, e.g., the number of lions present in their areas or in a corridor.

- Target 1: Design and pilot Lion Hosting Credits (Conservation Incentive Payment Scheme) in 9 villages (three in each of the districts with high lion incidences – Mlele, Nsimbo, and Kaliua) by 2028.



- Target 2: Assess the feasibility of establishing a village lion conservation fund/lion conservation eco-credit scheme by 2028.
- Target 3: Reward and promote positive community practices (e.g., private/community natural forest ownership and management) that support lion existence by 2028.

Objective 3:

Support the development of enterprises that promote lion conservation in non-WMA villages.

Diversified and conservation-friendly alternative income activities help to reduce pressure on natural resources and secure habitats. Building on Objective 2 above, we will identify and promote wildlife-based and forest-based enterprises. Improved household incomes from nature-based enterprises incentivize people to conserve lions, other wildlife, and forests/woodlands.

Target 1: Complete feasibility study and initiate carbon project in villages with potential for a future carbon project by 2028.

Target 2: Identify and initiate conservation-friendly enterprises (e.g., Lion Honey, green charcoal, and agroforestry systems) produced by lion conservation communities within project villages by 2028.



Goal 3: The community has improved knowledge, practices, and attitude toward lions and conservation.

Objective 1:

Implement public awareness campaigns targeting distinct groups to change behaviours and practices.

The campaign is designed to raise awareness about mitigation methods and promote the adoption of these measures and positive behaviours that mitigate HLCs. The idea is not to get people to “like” lions but to eliminate factors making people dislike lions and other problem animals.

- Target 1: Establish a Communication, Education, and Public Awareness (CEPA) plan to guide public awareness campaigns in the landscape by 2024.
- Target 2: Implement prioritized actions in CEPA by 2028.
- Target 3: Develop lion and other wildlife conservation education materials (Brochures, booklets, and video documentaries) and have a public conservation awareness library by 2028.
- Target 4: Reach an average of 600 people per village in 72 villages by 2028.
- Target 5: Have a well-trained and equipped field team with materials, equipment, and tools, that is proficient in the facilitation process, the art of public education and communication.
- Target 6: Organize exchange activities of 1 WASIMA staff and 5 LCAs with a well-performing conservation organisation from within Tanzania or East Africa by 2028, to build capacity on livestock and rangeland management.



Objective 2:

Support the provision of agricultural extension inputs to reduce the cost of living with lions and boost incomes.

Improved livestock husbandry and rangeland management will go a long way to mitigating human-lion conflicts. It will also help to reduce livestock losses to lion depredation. Once this happens, retaliatory killing is eliminated, and livestock keepers are more tolerant of lions.

- Target 1: Train and equip 25 LCAs to provide wound treatment to carnivore-injured livestock in 25 villages by 2028.
- Target 2: Provide a modern animal husbandry seminar to encourage destocking and improve livestock keeping in 25 villages with high HLC incidences by 2028.
- Target 3: Support the excavation of water dams water in 5 villages where scarcity has provoked HLCs and resource use conflict, to provide access to water for both humans and livestock and avoid encroachment of protected areas in search of water, by 2028.



Goal 4: NRM governance at the community and district levels is improved

Objective 1:

Strengthen village-level institutions for improved transparency and accountability.

Strong local-level institutions are crucial for improved natural resource management (NRM) at village level. They ensure the presence and enforcement of bylaws, including land use planning. Transparency, accountability, and the overall local democracy shape people's trust in institutions and willingness to cooperate. Strong local institutions also help to advocate for conservation-friendly behaviours.

- Target 1: Empower 25 village councils and village natural resource committee leaders with knowledge and skills to better manage and govern villages' natural resources by 2028.
- Target 2: Empower 25 village governments (wildlife management area members and those with recurring incidences of HLCs) to equip and deploy village game scouts (VGS) in the landscape by 2024.

Objective 2:

Build the capacity of local government NRM institutions in rangeland management.

District officials are at the front line and are responsible for interpreting and enacting national laws at this level⁷. They are the means through which the state interacts with communities at the village level. They must be capable of meeting the demands of their clients (communities) and recognize the role communities play in NRM. Success depends on the district officials' support of local initiatives to address HLCs and habitat destruction.

- Target 1: Train 4 District NRM/livestock committees (Mlele, Tanganyika, Nsimbo, and Mpimbwe) in holistic range management (HRM) to maximize their leadership on matters of holistic planned grazing (HPG) by 2028.
- Target 2: Identify and train HPG management committees in Kamsisi, Songambebe, Kamalampaka, and Ipwaga villages in Mlele District around Inyonga Game Reserve), and Igongwe and Sitalike villages in Nsimbo District around Katavi National Park, by 2028.
- Target 3: Identify, appoint, and train 2 HPG monitors per village to monitor progress in each of the six villages practising HRM by 2028.

- Target 4: Provide each of 6 village rangeland monitors with field equipment by 2028: data sheets, sample bags, quadrat, rectangle frames, measuring tape, metal pins and stakes, hammers, clippers, weighing balance, digital camera, GPS, pen, pencil, and clipboards.
- Target 5: Establish and pilot HRM and monitor lessons of the HPG program in the six villages in Mlele and Nsimbo by 2028.





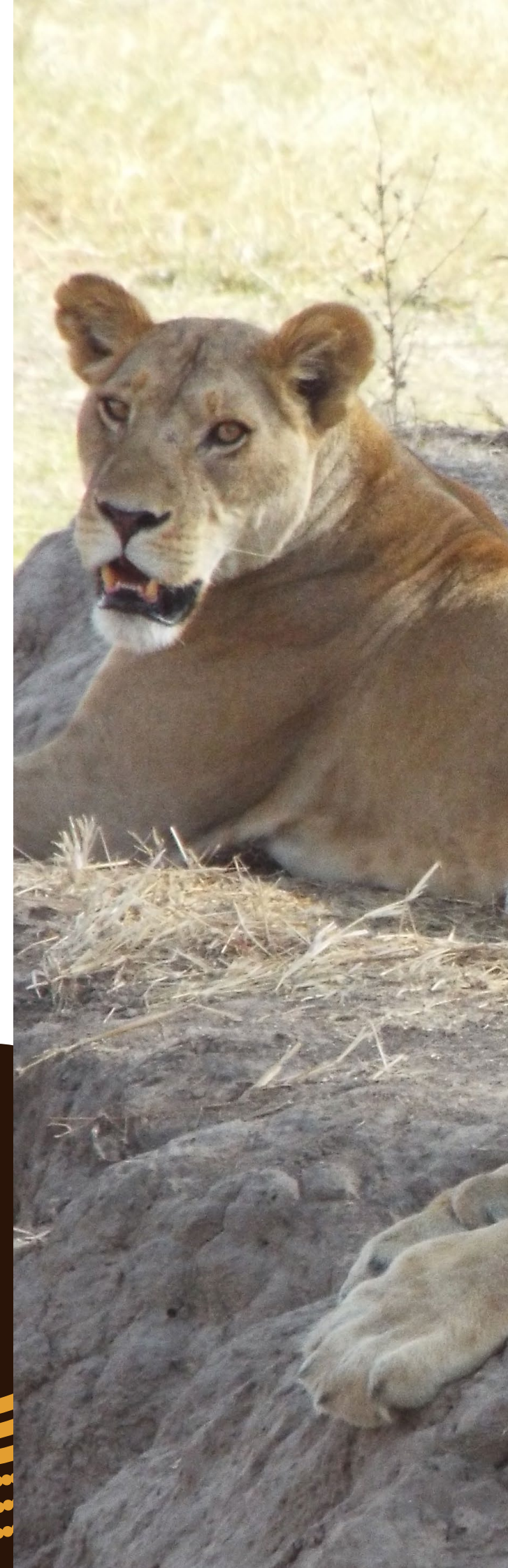
Goal 5: Conservation of lions and landscapes in the region is guided by science.

Objective 1:

Monitor lion presence, movements, and conflicts on village and communal lands.

Creating an effective early warning system to alert farmers and pastoralists of the presence of lions requires knowledge of the distribution and movements of the animal. Knowledge of lion movements will also help allocate resources in which identified hotspots will receive more attention and investments. Mapping and monitoring lion movements will also help gauge the effectiveness of mitigation measures. Monitoring the lion will assist us in understanding their ranging patterns and the likely HLC incidences.

- Target 1: Develop a lion identification database by 2028.
- Target 2: Train and establish community groups (tour guides, pupils, herders, farmers) on lion and landscape monitoring.
- Target 3: Establish citizen science approaches in lion and habitat monitoring in the landscape.
- Target 4: Map villages with high incidences of HLCs.



Objective 2:

Promote research on the lion and human practices in Western Tanzania in collaboration with researchers and research institutions.

Improving our knowledge of lion ecology and human practices in Western Tanzania will be useful in refining our interventions and approaches. We will seek to generate and disseminate this knowledge through collaborations with researchers, both natural and social scientists. Western Tanzania has fewer researchers than places such as Serengeti and Ngorongoro. We will work to attract researchers to landscapes in Western Tanzania by communicating research opportunities and offering to host researchers.

- Target 1: Identify, attract, and develop lion and landscape research partnerships in Western Tanzania landscapes.
- Target 2: Publish at least two articles on human-lion conflicts and lion occupancy status by 2028.

Strengthening WASIMA

WASIMA is still in its formative stage. We are facing several organisational challenges that must be addressed to execute this strategy and grow successfully.

Board Governance

The WASIMA board is comprised of six members. They are co-founders and/or former employees of the two precursor projects to WASIMA. They have made sacrifices to get WASIMA to where it is today. We will seek to clarify the roles and responsibilities of the board by developing a board charter. The charter will also clarify the composition of the board and the process of recruiting members. An active and supportive board will be crucial to implementing this strategy and to the organisation's growth.

- Objective 1: Provide capacity-building support to board members so they internalise their roles and responsibilities.
- Objective 2: Develop a board charter to guide the conduct of the board, stipulate the composition and guide the recruitment of board members.

Communications and Branding

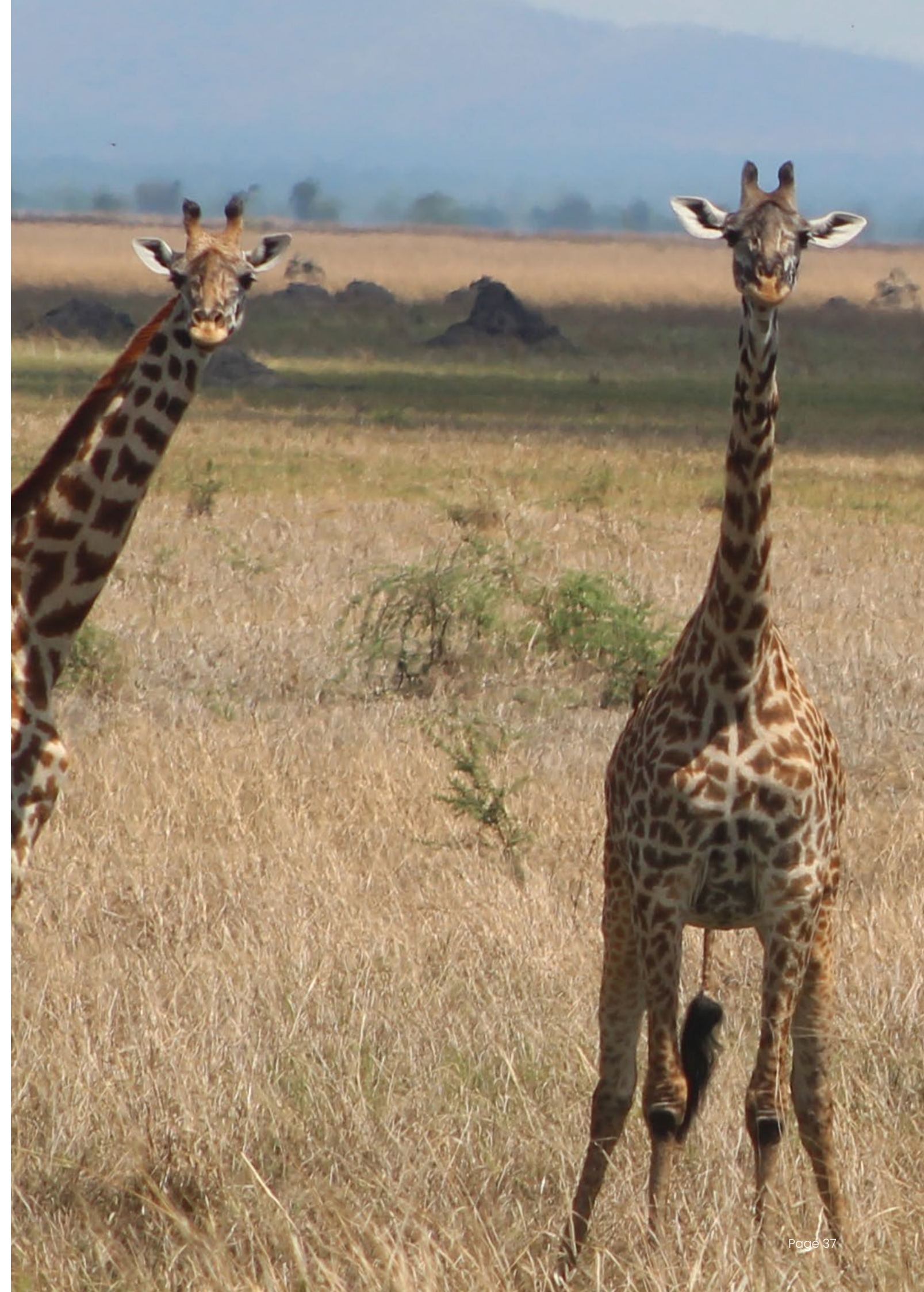
WASIMA lacks a communications and branding strategy and personnel. Nonetheless, we have been producing a quarterly newsletter and are managing a website. A communications manager would help us communicate our work effectively and strategically to targeted audiences and attract more funding.

- Objective 1: Rebranding: Develop a new name to reflect the new strategy and the organisation's mission.
- Objective 2: Develop a communications and branding strategy.
- Objective 3: Hire a communications manager.
- Objective 4: Continue to produce a quarterly newsletter.
- Objective 5: Improve and secure the WASIMA website.

Team and Structure

WASIMA has five full-time staff and five part-time staff. We will seek to clarify the organisational structure and job descriptions for each position, conduct a staff capacity assessment, identify vacant positions, and develop a plan to fill them. At the minimum, we will aim to recruit a programs manager, finance manager, communications manager, HR manager, and M&E manager.

Objective 1: Develop and implement a fit-for-purpose organisational structure, including recruiting personnel to fill in key gaps.





Monitoring, Evaluation, and Learning (MEL)

WASIMA needs a robust MEL system of learning whether the impact model, interventions, and assumptions underlying the theory of change are sound. This system will enable learning and adaptive management, thus increase the odds of success. A robust MEL system ensures accountability and is crucial for effective communications and fundraising.

- Objective 1: Develop a MEL system for the organisation.
- Objective 2: Recruit staff dedicated to monitoring, evaluation, and learning.

Financial Management

We want to be trusted with financial resources to execute this strategy by accounting for every penny invested in our work. Our ambition is to get the most out of every dollar by putting the money invested in us to good use. We take financial management seriously because mismanagement of resources will undermine our efforts to attract more investment and unlock our potential.

- Objective 1: Develop and implement a financial management system with necessary controls.
- Objective 2: Recruit a qualified financial management professional.

Management Systems, Policies, and Procedures

To function as an effective and efficient organisation, we must strengthen our management systems, policies, and procedures. Our staff need to know what to expect and what is expected of them. We will develop guidelines to help improve the task of management.

- Objective 1: Develop a human resources manual.
- Objective 2: Develop a performance management system.
- Objective 3: Introduce a system for SMT meetings and managers and direct reports meetings.

Financial Resources

We will need funds to execute this strategy. In recent years, our total annual expenditure has averaged out at US\$120,000. We will need to increase our annual budget and expenditure significantly if we plug key staffing gaps, pay for infrastructure, acquire vehicles and other equipment, and cover operations and field activities. Furthermore, we need to build a reserve of unrestricted funds to help us invest in organisational growth. We seek to develop and implement a fundraising strategy to guide our engagement with existing and prospective funders.

- Objective 1: Increase annual budget and expenditure to at least US\$ 700,000 (see annex 1).
- Objective 2: Develop a fundraising strategy.
- Objective 3: Increase the unrestricted funding to 20% of the annual budget.

Annex 1: Table of cost estimations per goal in USD

Goals	2024	2025	2026	2027	2028	
Goal 1	30,750	53,500	58,750	53,700	58,750	255,450
Goal 2	273,000	56,200	88,300	100,800	114,800	633,100
Goal 3	106,100	96,100	101,500	101,100	101,100	505,900
Goal 4	42,000	92,000	268,200	127,200	91,000	620,400
Goal 5	5,000	15,000	25,000	25,000	30,000	100,000
Strengthening WASIMA	200,000	170,000	140,000	145,000	165,000	820,000

Summary

TOTAL	2,934,850
Contingency (20%) of the total	586,970
<hr/>	
TOTAL	3,521,820





WASIMA

PEOPLE, LIONS & ENVIRONMENT
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